



US Army Corps  
of Engineers®  
Nashville District

# DistrictDigest

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*Respected-Responsible-Reliable*

July 2001



# Lieutenant Colonel Pete Taylor Thoughts From The Trail...



**H**ello Nashville, June has flown by and there are many exciting things happening in Nashville to relay.

In late May, the District hosted a stakeholder meeting with representatives from our various mission areas—representatives from state and local governments, industry, recreation, and environmental concerns all participated. Lt. Gen. Flowers, the Chief of Engineers, was in town at the time and heard input about how well the Corps is meeting stakeholder needs. What came across loud and clear was that Nashville District has a talented, dedicated, and professional staff...something I've known and bragged about for two years.

One point that was raised at the Stakeholders meeting is that we're occasionally not as open-minded as we could be when it comes to hearing proposals from our stakeholders. I'd ask that you always keep in mind that, first and foremost, we're public servants. Continually ask yourself how you'd like to be treated were you in our stakeholders' shoes. Remember how it feels to deal with bureaucracy when you interact with a government agency? While we may not always be able to provide the response they desire, we should at least be open-minded to their request.

We had several important project successes in June. First, congratulations to Peggy Harker and the entire Metro-Center Levee project team. After many years of study and negotiation, we signed the Project Cooperation Agreement for Metro-Center Levee last month. Peggy

and her team deserve recognition for their hard work, diligence, and innovation in bringing this project to the point where we can finally proceed with construction. Vechere' Lampley and her team (Janie Billingsley in particular) also deserve kudos for their efforts to advance the Lower Cumberland Ecosystem Restoration Project. Like the Metro-Center Levee, I wasn't sure that we'd be able to bring the many project stakeholders together to advance the project. But Vechere' wouldn't accept "no" for an answer and we now have three signed agreements and should begin construction this fall. Again, congratulations and well done to all of those involved with these projects.

In late-June, we safely completed a three-week dewatering at Kentucky Lock. As most of you know, we conduct dewaterings on our locks every five years to repair the structures. In essence, we completely empty the chamber of water and then conduct intensive maintenance and inspections of the gates, machinery, walls, and electrical systems. It's a 24-hour per day operation until we complete the dewatering and reopen the lock to commercial traffic. The dewatering at Kentucky was particularly challenging because we experienced unseasonably high water at Kentucky Lake just as we began the dewatering. Jim Upchurch, Carol LeSturgeon, Herschel Whitworth, John Farley, Lester King, and the rest of the H&H team deserve recognition for their efforts to coordinate water levels to support the dewatering. Their close coordination with TVA, SEPA, and LRD



enabled us to continue the dewatering without an impact on the schedule. Our fantastic OPS team (David Bethurum, Jeff Ross, Roy Joines, Jim Davis, Bob Amonette, Henry Hamilton, Freddie Whaley, Ray Bryant, Robert Reed, Mickel West, Tom Battles, Louie Binkley, Larry McGhee, Gary Stansbury, Robert Love, Don Johnson, James Mills, Robert Daniels, John Brewington, Jerry Lindsay, William Peek, John Boyett, Rex Mols, Kevin Phebus, Gary Fleeman, Joe Faustina, Pete Leighty, Roy Hudgins, John Nunley, Sam Walker, Jerry Wisdom, Greg Cox, Gary Burke, Ronald Bordenet, Jeff Neely, Carl Winfree, Charles Nichols, Dale Brewer, Rick Clayton, Ben Amos, Charles Depriest, Owen Traughber, Rodney Koger, Jason Bradley, Wade Earle, Joe Adawag, and Tony Gray) also deserve recognition for their superb work. The high water made their jobs all the more tough as they had to reset caissons and dams to keep the lock

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McDaniels Named Employee of the Quarter, Oct. - Dec. 2000

Walker Named Employee of the Quarter, Jan. - Mar. 2001



Photo by Steve Foshee  
Mickie Porter, administrative assistant, Real Estate Division, prepares barbecue sandwiches for lunch during the Nashville District's Engineer Day Picnic at Rockland Park, Old Hickory Lake.

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# Process Project Review Board Tracks District Progress

Story and Photo by Bill Peoples

Every month the Process Project Review Board (Process PRB) meets to look at how the Nashville District is doing in meeting its goals, objectives, and targets as stated in the Nashville District Business Plan.

"What we are doing is examining our process of running the District," said Major Rich Shelton, deputy district commander and chairman of the Process PRB. "The District has systems that we use to run the District. So this is a self-examination on a monthly basis to determine whether we are achieving success or failing. We put together a schedule of targets and certain targets are briefed each month."

The Process PRB is only part of the continuous improvement process for the Nashville District. That continuous process has four major parts: the Nashville District Submission for the Tennessee Quality Award, Aug. 1; the GAP Analysis done each January; the formation of Leadership Development Teams or Process Action Teams to find solutions to GAPs



**Maj. Rich Shelton, deputy commander and chairman of the Process Project Review Board, briefs members on the Process PRB cycle during a recent meeting.**

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done in February; and the update of the Nashville Business Plan usually done in June. The results from the Tennessee Quality Awards program are used to perform the GAP Analysis. The problem areas identified in the GAP Analysis are then assigned to LDP Teams or PATs for resolution. The recommendations of the LDP teams or PATs if approved by the District Commander are implemented immediately. The Nashville District Business Plan is reviewed annually and goals, objectives and targets are adjusted to reflect the continuous improvement having taken place during the year. The revised Business Plan is then used as a basis for beginning the submission for the next Tennessee Quality Award.

## Process

The targets are reviewed at different frequencies depending on the nature of the individual target. Some targets might need to be reviewed monthly or quarterly and others only annually. If a target fails to meet standards, it is briefed each month until it does.

"Three or four years ago there was not a process for self examination in the Nashville District," said Shelton. "We did not do self-examination. I can give you some examples that have come out of this process: the business plan, this process has come out of a Malcolm Baldrige criteria, self-examination. The continuing look at ourselves has come out of it; the new employee orientation program, need based training; LDP and EAGLE, employee survey, the parking committee and there are others."

The Process PRB is composed of senior members of the technical and administrative staff. Within the Nashville Business

Plan, each goal and its objectives and targets are assigned an owner who has responsibility to ensure success of that goal. Most of the senior staff are goal owners. Each month the owners of the targets for that month brief the status. The target and its status are then discussed. Since most targets are tied to definitive measurements, it not too difficult to assess if the District has met the goal. Each target is also examined for its relevance in the process. During the review of the Business Plan, targets are reviewed, changed or dropped as required. If a target does not measure up, the owner will brief at the following meeting or meetings until it passes.

"I became the owner of the employee survey and until I cracked that code I had to brief it every month," said Shelton. "After a couple of months of 'What have you done about that, Major Shelton?' I finally got the IG to agree to conduct an employee survey every year the first week of September. I don't have to brief it anymore, but more importantly we resolved the issue."

You say to yourself "all this sounds great but where do I fit into the picture." Each member of the District is involved in a process or multiple processes, which are reviewed each month by the Process PRB. The Chief of Engineers, Lt. Gen. Bob Flowers, wants each Corps team member to be situationally aware. By knowing what processes you are part of and what role you play in them you will be more situationally aware and also in a position to make recommendations to improve the process. These recommendations should be forwarded through your supervisor to the owner of that goal in the Nashville Business Plan. □

## DistrictDigest

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Information about the Nashville District may also be found on the District's homepage at: <http://www.orn.usace.army.mil>.



# Corps Assists Nicaragua in Hurricane Mitch Reconstruction Operations

by Bill Peoples

In October 1998, newspaper headlines around the country read "Hurricane Mitch Devastates Nicaragua, Thousand Dead Due To Landslides and Flooding." Record rains of biblical proportions ravished the water resources of Nicaragua and the transportation infrastructure of the country. In 1999, the U.S. Agency for International Development (USAID) asked the U.S. Army Corps of Engineers (USACE) to assist in the recovery operations.

Initially the Mobile District was asked to coordinate the assistance to Nicaragua since they are responsible for USACE work done in Central and South America. Mobile requested assistance from other USACE districts and the Nashville and Huntington Districts responded with a multidisciplinary team, Team Nicaragua.

"We were asked to look at three areas: transportation infrastructure, water resources and dam safety," said Gary House, project manager, Team Nicaragua. "Although program management responsibility remained with Mobile, our team has been responsible for doing the work. I am proud of what we have accomplished so far and the fact that members from both districts, Nashville and Huntington, have performed so well together as a team."

The Mobile District signed the original Participating Agency Service Agreement (PASA) with USAID, which authorized a two-year \$2M program consisting of general engineering and technical services. No construction activities were authorized. The PASA has been amended twice raising the total program to \$2.4M.

Team Nicaragua is composed of a core group of engineers and scientists from the Nashville and Huntington Districts with Mobile District retaining programmatic oversight. Core team members are: Billy Brown, program manager, Mobile District; Gary House, project manager, Nashville District; Dan Boster, Geotech Quality Assurance, Huntington District; John Hunter, Hydraulics and Hydrology, Nashville District; Pedro Luciano, Struc-

tures, Huntington District; Tim McCleskey, Dam Safety, Nashville District; Jerry Webb, Hydraulics and Hydrology, River Mechanics, Huntington District; and Randall Wood, in-country technical liaison. In addition to the core team members, many others in both Districts made significant contributions to Team Nicaragua. Nineteen team members have been in country for at least two weeks doing assessments, inspections, and training.

With 70 percent of Nicaragua's primary and secondary roads damaged and 71 major bridges destroyed the transportation infrastructure of the country was in severe need of quick repair. Many private voluntary organizations (PVOs) responded and began to repair roads.

"Shortly after we hit the ground, we were besieged with requests to assist with the transportation infrastructure problems," said House. "Our initial assignment of conducting a water resources survey was put on hold as we spent the first six months looking at a lot of roads which charitable organizations were reconstructing. There was a great need for technical people. We would inspect the roads and then make recommendations. We also inspected bridges and small flood control projects."

## Process

After the team began getting a handle on the transportation infrastructure problems, it turned its attention to the water resources problems. During the peak two-day period of Hurricane Mitch's fury, it dumped 40 inches of rain in some areas. Lake Managua, Nicaragua, rose over 40 feet and remains above flood stage 2-1/2 years later. Many streams and some rivers had their courses altered by the storm.

"There are several water resource problems as a result of Mitch," said John Hunter. "Rio Negro was probably the river most affected by Hurricane Mitch. It changed course. It originally flowed from



Photo courtesy of Team Nicaragua

**The spillway of Mancotal Dam, Nicaragua was severely damaged during Hurricane Mitch. Team Nicaragua is developing a solution to its problems and plans to have a design, plan and specifications completed by the end of the year.**

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Nicaragua into Honduras and now no longer flows into Honduras. This is a serious problem for industry and agriculture in Honduras and has caused flooding in Nicaragua. We developed several alternative solutions and are hoping to start design work on the recommended solution soon. We are also looking at the Lake Managua watershed and other watersheds that feed into it to determine a long-term solution to its altered capacity."

The most serious problems discovered by Team Nicaragua were in the dam safety area. The Team was asked to inspect the four largest dams in Nicaragua. The two largest, both with hydropower, suffered extreme damage.

"Our mission was to inspect four dams and also share dam safety technology with those responsible for dam safety in Nicaragua," said Tim McCleskey. "The spillways on Mancotal and El Salto Dams were both badly damaged to the extent that they would probably fail if subjected to another flood event of like proportions. We are now doing alternative evaluations for repairs to these two spillways. After we complete them, we plan to do detailed design, and develop plans and specifications that can be used for the repairing of these spillways."

As Team Nicaragua worked with their counterparts in Nicaragua on the various engineering aspects of Hurricane Mitch

**Continued on Page 5**

# New Vision – People are the Foundation of the Corps

by Bill Peoples

In the Strategic Vision document, in his Vision video and in town hall meetings across the Corps, the Chief of Engineers, Lt. Gen. Bob Flowers, has said, “People are the foundation of the Corps.”

The U.S. Army Corps of Engineers’ new Vision has as its first strategic goal:

“People. Be recognized for the technical and professional excellence of our world class workforce, functioning as teams delivering projects and services.”

“People are our most important resource,” said John Restey, chief of the Civilian Personnel Advisory Center, Nashville District. “They are the heart and soul of any organization. They have the energy and creativity and come up with the ideas that move us forward.”

The People portion of the Vision has three main objectives: Attract and retain a world-class workforce; Create a culture of learning and empowerment; and Develop leaders at all levels. Each of these goals have sub-goals, which support and enhance them.

The first objective: “Attract and retain a world-class workforce,” is a high priority since over 50 percent of the Corps workforce will be eligible to retire in five years and market for technical and professional entry-level personnel is very

competitive.

“When we recruit for positions, we always try to hire the best qualified person,” said Restey. “We try to find a very diverse, multitalented, highly skilled, quality candidate. Each manager is responsible for helping to retain employees and hopefully they are recognizing the strengths of their people and are trying to utilize them in those ways.”

The second objective is to “Create a culture of learning and empowerment.” If the Corps is going to continue to be a world-class organization, it must transform itself to a “learning” organization – a culture that practices empowerment and continual learning as part of all work.

“Managers have to empower their people to do their job,” said Restey. “We talk about making sure our employees have the training and skills to do their job and then letting them do their job and if they have a problem or question to go to the supervisor.”

## People

One of the sub-goals of this objective is “Practice career-long learning.” This challenges each employee to be a perpetual learner, and it challenges our organization to provide continuous opportunities for people to learn. Learning occurs through formal training, developmental assignments, and special experi-

ences and in the career field and by cross training in other areas. The three areas that the Vision focuses on for learning are technology, business processes and leadership.

The third objective in the People area is “Develop leaders at all levels.” Leadership is a necessary competency for everyone in the Corps’ workforce. As the Corps strives to be a “Team of Teams,” one may be a team member of one team one week and team leader of another team the next and vice versa. Everyone needs leadership skills to be able to be an effective team member. Leaders at all levels must be developing future leaders by mentoring and coaching.

“Our District has already made significant investment in leadership development with our LDP and EAGLE programs,” said Restey. “Every leader in our organization should be passing leadership characteristics along to their team members by mentoring and coaching.”

The USACE Strategic Vision is built on the foundation of people. It is people, who are continually striving to be a world-class workforce, who are continually learning and who are developing their own and others leadership skills, that make and will continue to make USACE “the world’s premier public engineering organization responding to our nation’s needs in peace and war.” □

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recovery, each team member mentored and trained their host nation counterpart. Technology transfer has been a part of every task of Team Nicaragua.

“I have been the lead in transferring concepts of Quality Management into USAID’s corporate awareness” said Dan Boster. “This has involved me in various in-country road projects as well as their rural clinic construction program. In these efforts, we provide an overview and general guidance to USAID staff and more detailed comments and reviews if requested. As a result, their in-house staff, some volunteer agencies, Nicaraguan Government agencies, and contractors in Nicaragua are being exposed to quality management concepts, sometimes for the first time. This gives them and foundation

for developing an effective means of monitoring construction and producing high quality construction as a result of a rational process. This is significant in a country where many of these concepts did not routinely enter into the construction process.”

Team Nicaragua has had some obstacles to overcome to complete their mission from the simple like language barriers to complex politically sensitive subjects.

“Language was a basic obstacle,” said Jerry Webb. “Lack of communication and coordination with the local government agencies was the biggest obstacle to completing our goals. The withholding of information, data, reports, etc., that were essential to our understanding of the problems, has led to significant delays and

some redundancy of work, but as we have built trust and a partnership the information is flowing more freely and coordination is happening.”

With only two years and \$2M, Team Nicaragua is not going to solve all the engineering problems resulting from Hurricane Mitch, but it has taken some small steps.

“We are not going to change the world down there,” said House. “It is going to take decades and decades of small steps and I think we are making some small steps. We are exposing the technical people to the tools they need to do some of these things, providing training to them and have influenced the processes they use. Hopefully, what we have done will equal improvement in the lives of the Nicaraguan people.” □

# The Corps Crowd

## Congratulations to...

... Ms. Shonka L. White, Student Aide, EEO Office, upon her marriage on June 8, to Mr. Sembala Dukureh. They plan to reside in the New York area (where the groom currently resides) upon her graduation from Fisk University in May 2002.

... David and Peggy Harker, project manager, Planning, Programs and Project Management Division, are celebrating their 16th wedding anniversary on July 6.

... Bonnie Rawle, secretary in the Executive Office, whose son, John Martin (Marty) Rawle, graduated Summa Cum Laude from Georgia State University on May 12, receiving a Bachelor of Science Degree, and received the Top Math Student Award.

... Shirley Cherry, administrative assistant at the Dale Hollow Power Plant whose niece, Deanna, didn't win, but she is one of only three contestants from Tennessee to make the top eight for the first time in the National Marbles Tournament. Travis was elected to the National Marbles Tournament Committee! That means he will take a background position in the local tournaments and it looks like Molly Reecer will take over as his former position. He will remain active in the fund raising and assist Molly in the county tournament next year. But most of his efforts will be in support of the National Marbles Tournament planning each year.

## Welcome to...

... Andy Dowell, Power Plant operator trainee and Jamie Holt, Power Plant electrician trainee at the Barkley Power Plant.

... Corazon Mundy, new budget technician in Logistics Management, since May.

... Sherry Phillips who has been selected as the Secretary to the District Engineer.

... John M. East, power project specialist at Barkley Power Plant.

## Farewell to...

... Donna Parker, office automation clerk, Wheeler Lock, who received a Procurement Acquisition Certificate from Athens State University.

## Baby Brigade...

... Grandfathers Randall Conner, maintenance mechanic at Lake Cumberland, and Wallace Halcomb, retired park ranger, Lake Cumberland Resource Office, whose grandson, Jacob Wallace Conner, was born Dec. 14, 2000 and weighed 6 lbs. and 15-3/4 oz. Jacob is the son of Andy and Melissa Conner.

... Wanda Coleman, is the proud grandmother of Kendrell Nashawn. He was delivered at 9:58 p.m., on May 31. He weighed 5 lbs., 12-3/4 oz. and is 19-1/2 in. long.

... Carl Scott, lock operator trainee at Wilson Lock, and his wife, Dawn, who are the proud parents of Miss Meghan Grace Scott. Meghan was born on May 15. She weighed 7 lbs. and 12 oz.

... Kevin and Jennifer Chambliss on the birth of their son, Jacob Dale, on April 18. He weighed 7 lbs., 6 oz. and was 18-1/2 in. long. Kevin is a Power Plant shift operator at Barkley Power Plant.

## Sympathy to...

... friends and family of Thelma Cummings, retired secretary to the District Engineer, who passed away June 25 in her ancestral home on Cummings Creek, Lickton Pike, Goodlettsville. Thelma died five days before her 84th birthday, in the same room in which she was born.

... Priscilla Sledge, retired Lock & Dam Equipment Mechanic, Wheeler Lock, on the death of her husband Ronald Sledge.

... Billie Boyd, lockmaster at Cheatham Lock, on the June 11 death of her father, George M. Davis.

... Wayne Abernathy, Information Management retiree, on the recent death of his mother Elsie Abernathy of Pulaski, Tenn. Mrs. Abernathy passed away on May 28th at the age of 92.

... Tom Swor, Project Planning Branch, for the recent death of his father, Mr. Sammy Virgil Swor, Sr. Mr. Swor passed away on Friday, June 8.

... Christine Rossi, chief, Management Analysis Branch, Resource Management Office, lost her brother, George M. Rossi, (Brother-in-law to Tony Bivens) on June 29, at Flushing Hospital in Queens, New York City, after a brief illness.

... Janice March, a former Nashville Human Resources MER specialist, lost her Mother to a stroke on June 28. □



**Lt. Col. Darryl Walker is retiring after 19 years with the Corps as an Individual Mobilization Augmentee and planning officer in the Readiness Branch.**

## Lt. Col. Walker Retires

*Story and Photo by Bill Peoples*

**L**t. Col. Darryl Walker, plans officer, (IMA) in the Readiness Branch, Nashville District, is retiring after serving 28 years in the Army and Army Reserve and 19 years with the Nashville District.

An engineer officer, Walker began his tour as an Individual Mobilization Augmentee (IMA) with the Nashville District 1983 in the then-Construction Division, planning for mobilization. He served there for about 10 years until reorganization moved his position into Emergency Management.

As an IMA, Walker has developed, reviewed and updated Operations Plans for Emergency Management and participated in training exercises. He has also performed Shelter Analysis planning. During his years with the District, he also reviewed construction schedules and subcontract schedules for Construction Division projects throughout the District including: the Tenn-Tom, the Harlan Diversion Project, the Loyall Diversion Project, and the Kentucky Lock Addition Project. He also performed Constructibility reviews for Construction Division projects and reviewed cost estimations for Kentucky Lock Addition.

Walker also was involved in developing automated programs and reports for the Construction Division including: Schedule Performance Indicator PC programs and reports; PC computer programming for Construction Productivity reporting; and Construction Contract Status reporting.

"When I first started in here, Nashville was just getting PCs," said Walker.

"Where I worked had PC and main frame

**Continued on Page 7**



## Continued From Page 6

computers and I saw where Nashville could utilize PCs to do a lot of tracking that they were doing manually so I helped develop some programs to do that.”

In his civilian job, he is a senior project control engineer for Bechtel Jacobs Company, LLC in the Environmental Management Program at Oak Ridge, Tenn.

As he retires, Walker hopes to be able to spend more time on hobbies, possibly attend college courses in Information Technology at UT and maybe start a family with his wife, Kristy.

During his time with the Corps, he has been privileged to work with many people.

“I’m truly thankful to the people of the Corps and the Nashville District, for their helpfulness and friendliness, and the professionalism they bring to the Corps,” said Walker. “Anytime I’ve needed something from someone, they have always had time for me and been very courteous. It’s been like I worked here full-time.”

He takes many memories with him, but one that will remain with him is from his travels to Harlan, Ky. “I remember the stark contrast between the natural beauty of the land around the Harlan, Ky., area and the poverty that exists among the people of the area,” said Walker. “When I was first going up there, you would see sewer pipes dumping straight into a creek and it looked like two or three families were sharing very poor housing, and then you’d visit some of the recreation areas, which the Corps had built up there, and see the natural beauty.”

The IMA program provides military officers the opportunity to train in a position in which they can provide support in an active status through mobilization in time of national emergency or crisis.

“I originally got into the IMA program at the suggestion of Lt. Col. Jim Hartman, a coworker at the time who served as an IMA officer in the Nashville District,” said Walker. “I would strongly recommend it to anyone who has time conflicts that prevent him or her from serving in a Reserve unit.”

Walker has seen a lot of changes to the Corps and the Nashville District in the last 19 years.

“I think the Corps does a good job,”

## EAGLE 2001: Soaring To New Heights

by Joanne Booker, Dan Dowlen, Deborah Fletcher, and Rhonda Varnell

The Nashville District’s second EAGLE (Employees Achieving Greatness and Leadership Excellence) class began in April 2001. There are 16 eagles this year representing both the District and Field Offices. They are: Joanne Booker, office automation clerk; Dan Dowlen, Lock & Dam operator; Deborah Fletcher, realty specialist/compliance inspector; Ray Hedrick, ecologist; Mark Herd, environmental specialist/ranger; Marshall Jennings, park ranger; Ken Jones, biologist/regulatory specialist; Carol McDaniels, administrative assistant; James (Miller) Moore, DA intern/civil engineer; Beryl Newsome, contract specialist; Galon Ramey, facilities manager; Joseph Stevens, Lock & Dam operator; Annie Stewart, Navigation Office assistant; Rhonda Varnell, information management specialist; and Sharon Wilson, regulatory program assistant.

At the beginning of the program, each participant was interviewed by Mary Fink from Belmont University to determine what they expected to gain from the program. The group attended the Success 2001 Seminar featuring motivational speakers like Zig Zigler, Eddie George, former President Bush and his wife Barbara, at the Gaylord Entertainment Center.

On May 2-3, the participants attended classes at Belmont University. The two-day curriculum included self-development

said Walker. “Like a lot of other government agencies and private industries, the Corps is having to more with less. I’ve seen the size of the District cut back considerably, especially from the days of the Tenn-Tom. I see people today doing the same amount of work that two or three people used to do and that has to be overwhelming for some. Overall, I’ve been impressed by the work of the Corps.” □



Photo courtesy of the 2001 Eagle Program  
The 2001 Eagle Class are (front row, left to right) Rhonda Varnell, Dan Dowlen, Marshall Jennings, Ann Stewart, Sharon Wilson, Joanne Booker, Ken Jones, Ray Hedrick, William James (coordinator), Miller Moore (partially obscured) and Maj. Rich Shelton; (second row, left to right) Joe Stevens, Jerry Strother, Deborah Fletcher, Mark Herd, Carol McDaniels, Galon Ramey, Beryl Newsome, Mary Fink (Belmont staff), and Joanne Mann (coordinator).

plans, learning styles, multiple intelligences, characteristics of interpersonal skills, the Myers Briggs Type Indicator Assessment, team building, program schedule, courses/activities, and possible projects to be undertaken by the 2001 class.

Each 2001 EAGLE participant is responsible for completing an extensive reading assignment that includes *Reach for the Summit* (by UT Women’s Basketball Coach Pat Summitt), *Time Management for Unmanageable People* and the very popular *Who Moved My Cheese?*

On June 13, the group was briefed by Mike Ensich, Barney Davis, Dave Day, Melissa Sager, Maj. Rich Shelton, and Ed Evans before touring the District Office.

A June 14 session at Old Hickory Lock and Dam included briefings and tours from Ranger David Baldrige, Steve Miller, and Charlie Bryan. 2001 EAGLES were then given media training by Ed Evans and the Public Affairs Office staff.

The EAGLE program serves as a venue for Nashville District employees both “in the field” and in the District office to meet new people within the Corps. It is also a way for participants to develop new friendships and better working relationships. The program also provides each participant an opportunity to learn much about themselves and how to better understand co-workers. □

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## Lake Barkley Hosts “Relay for Life” *It’s About a Community that Takes Up the Fight*

*Story and Photo by Carol McDaniels,  
administrative assistant,  
Western Kentucky Area Office*

**T**he American Cancer Society’s Relay for Life event began in 1985 when Dr. Gordon Klatt ran and walked solo around a tract for 24 hours, traveling 81 miles and raising funds to fight against cancer. His local dream created a relay-style team event that has swept across the country raising over \$169 million in 2000 to fight cancer.

### People

For the second year May 18-19, the Corps of Engineers at Lake Barkley provided facilities on the right bank tailwater picnic area for Lyon County’s all-night “Relay for Life” event. The committee headquarters and the entertainment area were located under the Corps pavilions; the roadway around the pavilion area was blocked off and turned into a walking track that was in constant use from 6 p.m. on May 18 until 6 a.m. on May 19. Friends, families, co-workers, businesses, churches, and local public officials came together to sponsor and participate in 31 teams that

pitched tents, set up camps, and walked all night to raise over \$73,000.

The overnight event mobilized the community to come together to celebrate survivors winning the fight against cancer when they walked or in some cases used wheelchairs to get around the area for a special survivor “Victory Lap.” A beautiful tribute was held in memory of loved ones who had lost the battle to cancer, hundreds of candle lit luminaries lined the walking track and each name listed on the luminary was read. A big slumber party under the stars along the banks of the Cumberland River lasted all night with food, prizes, entertainment and activities for all ages. Team campsites competed for awards and featured decorations ranging from military camouflage to Christmas lights to lighthouses. Teams dressed in colorful shirts and costumes marched around the track competing for best theme and team spirit during the introduction parade. All night long teams kept someone walking, sometimes entire families could be seen walking together paying their own special tribute to someone. The attitude among the walkers even in the early hours of the morning remained - the



**Photo by Carol McDaniels**  
**Tents dot the grounds of the Lake Barkley Visitors Center during the American Cancer Society’s Relay for Life, held at Lake Barkley.**

MORE ONLINE [www.orn.usace.army.mil/pao](http://www.orn.usace.army.mil/pao)

fight against cancer should never stop.

One in three Americans will get cancer or be personally affected by cancer in their lifetime, according to studies. “Relay for Life” gives everyone a chance to fight and a wonderful opportunity to help make a difference in the American Cancer Society local activity.

This is an example of the Corps family involvement with the community in Western Kentucky. Lake Barkley Resource Management Office, Barkley Lock, and Kentucky Lock staffs were proud to host and provide assistance for this annual event. □